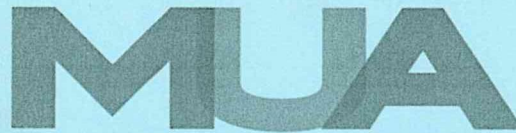


The
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

MASTER OF BUSINESS ADMINISTRATION

MML 5110: ORGANIZATIONAL BEHAVIOR AND LEADERSHIP

DATE: 3RD DECEMBER 2014

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is **compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

QUESTION ONE

Read the Case Study below and answer questions that follow:

JACK WELCH AND GENERAL ELECTRIC (GE)

John Francis Welch Jr (Jack Welch) is described as the most important and influential business leader of the 20th century by Wall Street analysts and academicians. His leadership style has been attributed to four characteristics thus: intuitive strategist, great communicator, highly competitive and a leader who changes rules when need arises. Jack Welch graduated in Chemistry from Massachusetts in 1959. He got a PhD in Chemical Engineering (Illinois) and joined GE as a junior Engineer in 1961 and soon after, he threatened to quit his job because he could not cope with bureaucracy in the civil service and that he felt, he was not appreciated. His immediate boss, Reuben Guttof prevailed over him to stay with a promise that, he was to create a "small Company Environment with Big Company that resources at his disposal". In 1981, Welch became GE's youngest CEO ever as he was considered a leader with astronomical intellectual capacity and well prepared to take thought out risks for a larger entity. He immediately disposed off businesses with low-growth prospects, expanded financial-service provider, GE capital into a powerhouse, entered broadcasting industry, downsized the workforce, outsourced tens of thousands high paying jobs to cheaper union free locations overseas. This was to create a lean company that could maximize profits and wealth to cope with Japanese competition.

General Electric Company or GE, is an American multinational conglomerate corporation incorporated in Schenectady, New York and headquartered in Fairfield, Connecticut, United States. The company operates through four segments: Energy, Technology Infrastructure, Capital Finance and Consumer & Industrial.

For over 125 years GE has been a managerial leader, establishing its strength with the disciplined oversight of some of the world's most effective business people. Get to know GE's past leaders and how each contributed to making GE the world-class company it is today.

Required:

- a) What lessons do we get from the following?
 - i. The Company – GE (10 marks)
 - ii. John Welch (10 marks)
- b) What aspects of leadership did Jack Welch lack which could have guaranteed more success? (10 marks)

QUESTION TWO

'Organizations are people and people are organizations'

- a. Define 'organizational behavior' (1 marks)
- b. Give six (6) reasons why individuals join groups (6 marks)
- c. Discuss four (4) stages of group development (4 marks)
- d. List four categories of group decision making (4 marks)

QUESTION THREE

Write short notes on the following organizational behavior disciplines

- a. Psychology (3 marks)
- b. Sociology (3 marks)
- c. Economics (3 marks)
- d. Cultural anthropology (3 marks)
- e. Political Science (3 marks)

QUESTION FOUR

- a) Discuss the major components of organization structure (5 marks)
- b) Explain the six key steps followed when designing organizational structure (10 marks)